

Meeting name	Sydney Children's Hospital Network Board
Date	Wednesday, 4 September 2019
Time(s)	8am to 9am – NED Meeting 9am – SCHN Board meeting commenced Executive invitees joined the meeting at approximately 10.30am
Location	Boardroom, Executive Unit, Level 4, The Children's Hospital at Westmead
Membership	<p><b>SCHN Board members</b> Mr David Nott (Acting Chair), Professor Louise Baur AM, Dr Abby Bloom, Ms Joanna Capon OAM Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AM Professor Donna Waters Mr Jeremy Wright Professor Les White AM</p> <p><b>Ex officio invitees</b> Adjunct Associate Prof Cheryl McCullagh, Acting Chief Executive, Dr Susan Russell (MSC SCH Representative), Dr Kathryn Carmo (MSC CHW Chair), Dr Mary McCaskill (Executive Medical Director, SCHN), Mr Brian Jackson (Director of Finance and Corporate Services, SCHN), Dr Matthew O'Meara (NSW Chief Paediatrician)</p> <p><b>In attendance</b> Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Ms Kate Hurle, Manager Executive Services (Board Secretariat)</p>
Secretariat:	Network Manager Executive Services Phone: (02) 9845 3637 Mobile 0417 561 273

Item	Description	Action required
<b>1.0</b>	<b>Administrative matters</b>	
<b>1.1</b>	<b>Acknowledgement of Country</b>	
	The CE acknowledged the traditional owners of the lands on which SCHN operations and reflected the need for SCHN to make a difference to the health and wellbeing outcomes for Aboriginal children and families.	
<b>1.2</b>	<b>Attendance and Apologies</b>	
	<b>Present (SCHN Board Members):</b>	
	Mr David Nott (Acting Chair), Professor Louise Baur, Dr Abby Bloom, Ms Joanna Capon, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AM Professor Donna Waters Mr Jeremy Wright Professor Les White AM	
	<b>Present (SCHN Executive and Invitees):</b>	
	Adjunct Associate Prof Cheryl McCullagh - Chief Executive, Mr Brian Jackson - Director of Finance and Corporate Services, Dr Matthew O'Meara - NSW Chief Pediatrician, Dr Kathryn Carmo – Chair, CHW MSC, Dr Mary McCaskill - Executive Medical Director (present for item 5.0)	
	<b>Apologies:</b>	
	Duncan Makeig, SCHF Board Chair, Dr Susan Russell - MSC SCH Chair	
<b>1.3</b>	<b>Declaration of Conflicts of Interest</b>	
	Dr Abby Bloom advised that she commenced appointment on the Board of Cadenza Innovation; this was noted and will be added to the register of interests.	
<b>2.0</b>	<b>Administrative matters</b>	
<b>2.1</b>	<b>Review of Minutes of meetings held:</b>	
	The minutes of the meeting held 24 July 2019 were endorsed.	
<b>2.2</b>	<b>Matters Arising from Previous Meeting</b>	
	It was noted that the Clinical Governance Attestation Statement has been carried over to the September agenda (refer item 6.2).	
<b>2.3</b>	<b>Review of Action Table</b>	
	The Action Tabled was reviewed, noting that a number of items have been placed on hold pending the decisions regarding SCHN governance.	
<b>3.0</b>	<b>SCHN Chair and CE Update</b>	
<b>3.1</b>	<b>Chair's Report</b>	
	The Chair noted that an NED session was held prior to the commencement of the Board meeting at which an update was provided regarding discussions with the Secretary related to the Governance Review.	
<b>3.2</b>	<b>Chief Executive Report</b>	
	<b>a) Governance Review</b>	
	The provided report was noted. The Chief Executive advised that there is continued focus on internal communications including the weekly CE all user emails, regular staff forums and executive attendance wherever possible of Hospital meetings and events. It was acknowledged that these communication strategies are positive, but that is challenging in the current circumstance where there is limited information available on significant matters.	
	<b>b) Cardiac Services</b>	
	The CE advised that the Heart Action Group has been placed on hold as the current circumstances are not conducive to productive discussions. The model for future discussion of cardiac services will be determined once decisions regarding SCHN governance are made.	

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**c) Investment in Vector Lab**

The provided briefing was noted. It was discussed that this is a significant opportunity for the Network and precinct partners. The need for consideration of factors such as intellectual property and potential commercialization opportunities were acknowledged as of high importance.

The Board noted this as a significant opportunity for the Network and requested that regular reporting of progress of these plans is provided.

**Action / Decision: Updates to be provided to the Board as discussions and planning progresses.**

**d) Update on Executive Roles**

The provide brief was noted. Discussion noted the challenges of maintaining continuity and strategic direction with an unusually high number of temporary appointees across key executive leadership roles.

The Chair reflected on the resilience and commitment that is being demonstrated by the Executive.

**e) Aboriginal Health**

The Chief Executive provided an update from the recent Aboriginal Health Committee meeting. The Terms of Reference for the Committee have been revised and it been determined that the Committee will meet monthly for a period to ensure there is continued focus on progressing the Aboriginal Health Strategic plan. The Board was asked to consider nominating a member to join the Aboriginal Health Committee.

Discussion acknowledged that SCHN's focus on Aboriginal Health has needs to increase and a strong commitment to for the Network to perform better in this area was expressed by the Chief Executive. The role of SCHN in providing both direct clinical care and advocacy represents a significant opportunity to impact on health and wellbeing outcomes for Aboriginal children and their families.

The need for increased visibility through reporting, both against KPI's and in a more narrative based format was agreed. An Aboriginal Health Dashboard is being developed and will be presented to the Board once available.

The importance of developing genuine engagement with local communities and other agencies was discussed, with acknowledgement that SCHN needs to develop these relationships, particularly within Western Sydney.

It was agreed that Elizabeth McEntyre and Jeremy Wright will co-Chair the Aboriginal Health Committee.

**Action / Decision - The SCHN Aboriginal Health Committee will be co-Chaired by Elizabeth McEntyre and Jeremy Wright to support the commitment of the Executive to renew focus on Aboriginal Health.**

**3.3 KPI's against Service Agreement**

The provided report was reviewed. The report has been updated to incorporate changes to the KPI's arising from the draft Service Agreement, and further adjustment will occur to include prior year trends.

NSW Health are continuing to develop centralized reports for all Boards to support standardized reporting; these will be provided to the Board, but need to be considered in the context of the existing reporting.

**4.0 Finance / Infrastructure / Systems & Processes**

**4.1 Finance and Performance**

**a) Chair's Report – Finance and Performance Committee**

The provided briefing was discussed. Activity has remained high across July and August and it was noted that these levels of activity appear to be the "new normal" for the Network. Budget outcome is in line with SCHN projections at this time.

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The declining revenue from private patients resulting in the changes in the practices of Private Health Funds. This impact is occurring across NSW Health.

The activity trends across the Network were noted and the Board considered whether opportunities to divert activity to local non tertiary sites exist. This is an area of ongoing discussion with LHD partners, particularly in Western Sydney.

The need to ensure a full understanding of activity and cost of care across the sites was agreed; further detail in this area is being prepared as part of the clinical services planning (due to report to the November Board meeting).

**Action / Decision: Cost of Care and Activity Projections to be provided as part of the Clinical Services Planning presentation to the November Board meeting.**

**b) Service Agreement Negotiations Update**

Discussions have continued with NSW Health in relation to the 2019 / 2010 Service Agreement. A response to correspondence on this matter has not yet been received and the Service agreement remains unsigned. This matter will continue to be pursued by the incoming Acting Director of Finance and Corporate Services.

**c) Roadmaps**

The provided brief was reviewed, and discussion noted the importance of these identified opportunities for savings in the context of the gap between the proposed budget under the Service Agreement and the projected activity costs. The interrelationship of the Roadmaps to the Service Agreement was discussed. It was noted that although the Board is not required to formally endorse the Roadmaps, the budget targets set in the Service Agreement include the projected savings of these projects. The Board therefore requires assurance that the initiatives proposed are achievable as these are the basis of meeting the budget.

The process for projecting the savings from the Roadmaps was discussed; some require further development to fully assess the potential savings. This will be led by the incoming Acting Director of Finance and Corporate Services. The Finance and Performance Committee will have oversight of the development of the Roadmaps, with a more detailed plan to be provided to the Board in the coming months for further review of the key strategies. It was acknowledged that the projected savings will not be easily achieved.

**Action / Decision: Further development of the Roadmaps to occur in conjunction with the Finance and Performance Committee. A more developed plan will be provided to the Board later in 2019.**

**4.2 Infrastructure**

**a) Chair's Report**

The report was noted. Key points highlighted were:

- The ongoing concerns regarding WSHLD IT and potential impact on the opening of the CASB have been largely resolved and no impact is now anticipated.
- A Western Sydney business leader's lunch is being arranged; SCHN is involved in developing the invitation list and is a participate in the event.
- The SCHN Capital Works Committee's discussion focused on the Randwick IASB and the mitigation of the impact on the Ainsworth building.

**b) Redevelopment Update – SCH**

The provided brief was reviewed. Discussion focused on the impact and mitigations of the proximity of the

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Integrated Acute Services Building on the Randwick campus and the Ainsworth Building.

The planned mitigations include screening and artworks which will reduce the impact of the overshadowing. It was agreed that SCHN will need to remain closely involved in the planning to ensure that the impact is minimized and will assess outcomes when the building is completed to determine if further action is required.

The status of funding for the SCH Stage 1 was queried, with confirmation provided that planning funds have been committed.

**c) Redevelopment Update – CHW**

The provided brief was reviewed. Discussion focused on:

- Available funding for the commissioning and opening of Westmead Stage 1 in late 2020. It was noted that planned demolition works on the CHW site needs to be completed prior to the opening of the new building to avoid impact; planning for this is underway.
- The Shared Services agreements between SCHN and WSLHD are still under development. Although progress continues, these will not be completed by year end as planned.
- The operating costs of the new building (once opened) noted as an area of concern
- It was agreed that a risk focused capital works briefing and discussion will be scheduled for the November Board meeting.

**Action / Decision: A risk focused capital works briefing and discussion will be scheduled for the November Board meeting.**

**4.3 Risk Management**

**a) Audit and Risk Attestation Statement**

The Audit and Risk Attestation was considered. Discussion noted that positive results from the external auditors and the positive progress with the new internal audit team. The Board endorsed the Audit and Risk Attestation statement and recommended that it be signed by the Chair.

**Action / Decision – The Board endorsed the Audit and Risk Attestation Statement**

**b) SCHN Operational Risks**

**c) SCHN Strategic Risks**

The reports of SCHN Operational and Strategic Risks were reviewed. It was noted that the Audit and Risk Committee have undertaken detailed consideration of the identified risks in the context of the current environment and potential for exacerbation. This was discussed in the context of recruitment and retention of staff.

**4.4 Shared Services Agreements (SCH)**

The provided report was noted. This will be an area of renewed focussed following decisions in relation to SCHN Governance.

**4.5 Attestation Statement – Corporate Governance**

The Corporate Governance Attestation was considered. The Board endorsed the Corporate Governance statement and recommended that it be signed by the Chair.

**Action / Decision – The Board endorsed the Corporate Governance Statement**

Item	Description	Action required
<b>5.0</b>	<b>Strategic Focus - Safe, excellent child and family centred care</b>	
<b>5.1</b>	<b>Clinical Governance – Progress against Strategy</b>	
	Dr Mary McCaskill, Acting Director of Clinical Governance was welcomed to the meeting. Dr McCaskill presented the core areas of focus, as well as challenges and strategies for clinical governance across SCHN.	
	Preparations for the upcoming Accreditation survey (March 2020) were also outlined.	
	The Board expressed appreciation to Dr McCaskill for stepping into the role of Director of Clinical Governance at short notice and for her evident commitment and progress made in the role to date.	
<b>5.2</b>	<b>Strategic objectives progress – Clinical Governance - Safe, excellent child and family centred care</b>	
	The progress report was noted.	
<b>Domain Updates</b>		
<b>6.0</b>	<b>Safe, excellent child and family centred care</b>	
<b>6.1</b>	<b>Health Care Quality Committee – Chair's Report</b>	
	The provided was noted. The HCQC Chair advised that the rate of complaints was at a 5 year low, which is a particularly positive achievement in the Winter period. It is thought that this relates to the active management of beds and flow over the high activity period.	
<b>6.2</b>	<b>Clinical Quality Attestation Statement</b>	
	The Clinical Quality attestation statement was considered in the context of the presentation provided by the Acting Director of Clinical Governance. The statement was endorsed by the Board and recommended to the Chair for signing.	
	<b>Action / Decision:</b> The Board endorsed the Clinical Quality Attestation Statement for signature by the Chair.	
<b>6.3</b>	<b>Clinical Council – Chair's Report</b>	<b>Chair – HCQC</b>
	The provided report was noted.	
<b>6.4</b>	<b>Clinical Operations Report</b>	<b>CE</b>
	The provided report was noted.	
<b>6.5</b>	<b>Clinical Services Direction</b>	<b>Chair – CC</b>
	The provided report was noted.	
<b>7.0</b>	<b>People and Culture / Education</b>	
<b>7.1</b>	<b>Work Health and Safety</b>	
	The provided report was reviewed. It was noted that there has not been a continuance of the increase in work-related stress claims that was seen in the previous quarter's report.	
<b>7.2</b>	<b>People Matter Survey</b>	
	The provided brief was reviewed. It was noted that this an interim report and further information, including draft action plan, will be provided to the October meeting.	
<b>7.3</b>	<b>Appraisal Compliance Report</b>	
	The provided report was noted.	

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7.4	<b>Education Report (including Mandatory Training)</b>  The provided report was noted.	
7.5	<b>Director's Report – Medical and Dental Appointments Committee</b>  The provided report was noted.	
7.6	<b>Safety Pause</b>  The Chief Execution reflected that there are risks associated the level of attention that is currently required in to what should be regular processes. This is resulting in a tendency to seek additional reviews or advise rather than trusting in established processes. This risk adverse approach is not enabling and supporting people to do the work that they would normally do.	
8.0	<b>Partnerships and Networks</b>	
8.1	<b>Chair's Report – Stakeholder Engagement and Communications Committee</b>  It was noted that the Committee is available to meet as needed as communication issues or opportunities emerge.	
8.2	<b>Schedule of Upcoming SCHN Events</b>  The schedule of events and recommended attendees for upcoming events were noted.	
9.0	<b>Research</b>	
9.1	<b>Research Directorate Report</b>  The provided report was reviewed and the significant ongoing achievements occurring in Kids Research were commended/	
10.0	<b>Correspondence received</b>	
10.1	<b>Letter - Cardiac surgery – SCH MSC</b>  The correspondence was reviewed. This is part of ongoing correspondence occurring to the Ministry representing the different views in relation to Cardiac Services and matters related to SCHN governance.	
11.0	<b>Subcommittee Minutes</b>  The minutes of Subcommittees of the Board were noted.	
12.0	<b>Business without notice</b>  The Board expressed their appreciation of Brian Jackson, who is leaving SCHN to take up a position with NSW Ambulance. The skills, expertise and strength that Brian brought to the role, as well as the support he provided to colleagues and the Network were acknowledged and the Board expressed sincere thanks to Brian for his contributions.	
13.0	<b>Next meeting</b>  The next meeting of the Sydney Children's Hospitals Network Board will be held 2 October 2019 at The Children's Hospital at Westmead.	